

<b>Meeting:</b>	<b>NHS Grampian Board</b>
<b>Meeting date:</b>	<b>3 August 2023</b>
<b>Item Number:</b>	<b>8</b>
<b>Title:</b>	<b>Nursing and Midwifery</b>
<b>Responsible Executive/Non-Executive:</b>	<b>Dr June Brown, Executive Nurse Director</b>
<b>Report Author:</b>	<b>Jane Ewen, Nurse Director Excellence and Innovation</b> <b>June Barnard, Nurse Director MUSC, ISC &amp; IF Portfolios</b>

## 1 Purpose

The Board is asked to:

1. Note NHS Grampian’s nursing and midwifery contribution to Nursing, Midwifery and Allied Healthcare Professional (NMAHP) Framework and Plan for the Future with specific focus on recruitment, education and development and culture.
2. Acknowledge Nursing and Midwifery’s contribution to communities in its role as an anchor organisation, supporting diversity and future workforce opportunities for local communities.
3. Note the progress made towards its journey to Magnet designation (Royal Aberdeen Children’s Hospital - RACH) and Pathway to Excellence (Royal Cornhill Hospital - RCH) and support for continued progression towards designation.

### **This report relates to:**

Local and national strategic drivers:

- NHS Grampian Plan for the Future (2022-2028)
- NHS Grampian NMAHP Framework (2023-2028)
- NHS Grampian Annual Delivery Plan (2023-26)
- NHS Grampian Workforce Plan (2022-2025)
- Scottish Government (2022) National Workforce Strategy for Health and Social Care in Scotland

**This aligns to the following NHS Scotland quality ambitions:**

- Safe
- Effective
- Person Centred

## **2 Report summary**

### **2.1 Situation**

NHS Grampian continues to face nursing and midwifery workforce challenges due to vacancy rates, ageing workforce, retirements and the reduction in new graduates. Whilst NHS Grampian continue to utilise supplementary staffing, several initiatives aim to make a positive impact on both vacancies and supplementary staffing use, as well as building relationships through engagement with local communities. It is acknowledged that a whole system approach is required to attract, develop, educate and retain the workforce. This can only be achieved through collaboration and innovative approaches with relevant partners to achieve a sustainable nursing and midwifery workforce for the future.

### **2.2 Background**

#### **Nursing, Midwifery and Allied Health Professionals (NMAHP) Framework 2022-2028**

NHS Grampian's NMAHP Framework 2022-2028 demonstrates the unique contributions of the nursing, midwifery, and allied health professional workforce, and how these align to Plan for the Future (2022-2028). The development and designs were undertaken collaboratively by a large team of NMAHPs producing a robust framework aligned to NHS Grampian's Plan for the Future (2022-2028) which accurately depicts the breadth and depth of the professions' current impact and future aspirations.

This paper will provide the board with some examples of work streams and innovative initiatives to enhance nursing and midwifery workforce provision and quality of patient care.

## **2.3. Assessment**

There are many initiatives underway currently to enhance nursing and midwifery workforce attraction and retention, the following will provide highlights.

### **2.3.1 Nursing Accreditation Programmes – American Nursing Credentialling Centre (ANCC)**

NHS Grampian started formally exploring the benefits of the Magnet Recognition Programme® in 2016/2017. NHS Grampian is the only Board in Scotland which has embarked on the accreditation journey. A full business case was presented to the Board in 2018, and by November 2020 considerable progress towards the eligibility criteria was achieved, and thus it was officially announced by Prof Caroline Hiscox and Dr June Brown that NHS Grampian was embarking on the journey to achieve Magnet® designation.

The process of achieving Magnet accreditation requires a long-term commitment from NHS Grampian. NHS Grampian is classed as a healthcare system by the American Nurse Credentialing Center (ANCC) and the Magnet Recognition Programme® contributes to the ability to recruit and retain Nursing and Midwifery staff. This detailed programme of work enables organisations to evidence their positive culture, research, and evidence-based practice, in addition to aligning their nursing and midwifery strategic goals to improve patient outcomes. Therefore, nurses and midwives feel empowered, educated, focused on their career opportunities that NHS Grampian has to offer, equipping them to continue high quality care delivery. In turn, delivering continuous improvement in patient outcomes and satisfaction.

In 2022, Royal Aberdeen Children's Hospital (RACH) and Royal Cornhill Hospital (RCH) had a desire to proceed with nursing accreditation. RACH have since progressed to the initial application phase and are aiming to submit the required evidence and data by April 2025, followed by a site visit from the ANCC in Sept/Oct 2025 and aim to be awarded Magnet Designation by the end of 2025.

RCH have also progressed through an alternative accreditation route towards the ANCC Pathway to Excellence Program®. This focuses on six standards that are essential elements in developing a positive practice environment for nursing across a variety of healthcare settings impacting a range of indicators; employee turnover, job satisfaction and engagement, productivity and teamwork, nursing-sensitive quality indicators, errors and safety events and patient satisfaction.

Other areas in NHS Grampian continue to embed Magnet and Pathway principles including, but not limited to, shared decision-making, staff experience and rewards and recognition. With RACH commencing the Magnet journey, and RCH (alongside the wider Mental Health and Learning Disabilities Services) exploring the Pathway to Excellence journey, this ensures NHS Grampian are in a fantastic position to be able to

assess which nursing excellence accreditation programme will be the best fit for the rest of Grampian's hospitals and services in the future.

### **2.3.2 International Collaborations - Internationally Educated Nurses**

Like many organisations, NHS Grampian recruit nurses internationally and have been doing so for several years whilst other organisations are relatively new to this. To obtain a UK NMC (Nursing and Midwifery Council) nursing and midwifery registration, international recruits must undergo a rigorous 2 part theoretical and practical test of competence. The national average pass rate for a first attempt at Adult Objective Structured Clinical Examination (OSCE) is 48%. Across Grampian, to ensure candidates have the best opportunity an in-house programme was developed and refined, combining pastoral support and values based reflective practice. NHS Grampian is proud to report 100% success rate.

Following NHS Grampian's success and embedded process, a North of Scotland regional approach has developed with NHS Grampian as the Lead Board. NHS Grampian's current retention figure for international recruitment remains at 75%.

11 internationally educated nurses have been successful in securing a place on the Florence Nightingale Foundation Leadership Programme for Internationally Educated Nurses and Midwives. This aims to enhance skills, develop leadership skills and boost career opportunities specifically for this group of nursing staff.

NHS Grampian has recently become a member of the Florence Nightingale Foundation Academy (FNF) for the whole of the nursing and midwifery workforce, providing an innovative space to build confidence to lead, influence policy, practice and the global nursing and midwifery agenda. The programme promotes the next generation of nursing and midwifery leaders through annual nomination of an aspiring leader through the 'Rising Star' award and FNF scholarships.

### **2.3.3 Education**

Education and professional development opportunities are offered to all nurses and midwives, at all stages in their careers.

#### *All Graduate Professions*

There is a strong body of evidence which identifies that having degree qualified nurses and midwives improves patient outcomes. NHS Grampian has a key focus of supporting registrants who do not hold an ordinary degree to obtain one. This is a strategic priority within the NMAHP framework and aligns with the Nurse Accreditation programmes and eligibility criteria, where there is a requirement for 100% of nurse leaders to hold a degree in nursing. The programme initially supported all Nurse Managers, Senior Charge Nurses, and Team Leaders to access the fully funded programme designed and

delivered collaboratively between Robert Gordon University and NHS Grampian. This programme has now extended to all NMAHP registrants. There have been 261 people enrolled to date with a 2.5% attrition rate.

### *Community Nurse Development*

Community nurses have successfully been completing the Graduate Diploma of Integrated Community Nursing (GDICN). This has resulted in up skilling vital members of the community nursing team, recognising the role as one which requires development and education to sustain professional development and provide a clear career pathway. The opportunities for the community nurses undergoing the GDICN addresses the need for increased knowledge and skills in nursing patients with a long-term condition, resulting in the highest standard of care being delivered in the community. This care is completed collaboratively with the integrated team, with the patient at the centre. 62 community nurses have enrolled the diploma programme. Further opportunities are soon to be available to progress further with the launch of the Postgraduate Certificate in Community Nursing in September 2023.

### *New Graduate Nurses and Midwives Post-graduate study*

NHS Grampian continues to recruit new graduates across all fields of nursing and midwifery with most applicants from NHS Grampian's partner Robert Gordon University, as well as nationally. On successful completion of programme, registrants can apply for post-graduate funding opportunities. The academic Master's pathway aims to consolidate learning, develop critical thinking, further preparing registrants for promotional posts and retaining their knowledge and skills within the board. From the cohorts, registrants have had accelerated progression to roles including; Senior Charge Nurse, Lecturer, Midwife Sonographer.

### *Health Care Support Worker (HCSW) Development and Education Framework and Competencies*

The HCSW Development and Education Framework supports the development of core knowledge, skills, and behaviours in the four pillars of practice and enables profession specific and specialist knowledge and skills to be developed for all NMAHP HCSWs.

The framework is generic and can be used in a range of settings and contexts to guide and support healthcare support workers as they undertake learning experiences. It facilitates practitioners working in, or towards, a HCSW role within NHS Grampian to demonstrate they have achieved the level of competence required through a process of self-assessment, reflection, action planning and demonstration of competence. It will also serve as a portfolio of evidence to support attainment and maintenance of the level

of competence required of the role of HCSW, prepare for career progression, or make informed choices about the right learning for them. This in turn supports career progression and retention within NHS Grampian. A project board provides the governance for all HCSW work streams.

### *Health Care Support Worker (HCSW) Medication Administration*

HCSW practice is advancing and developing. The Framework for the Administration of Medicines by Level 3 and 4 HCSWs (band 3 and 4) in Scotland sets out the national standards and legal frameworks to be followed in practice where HCSWs can administer medication. Education materials are currently being developed and will be available through NHS Education for Scotland (NES) in autumn 2023.

NHS Grampian has a short life working group to progress implementation of the framework, policy and governance structure. The framework will be introduced into HSCPs (Health and Social Care Partnerships) in the first instance over the coming months in line with nationally prepared resources.

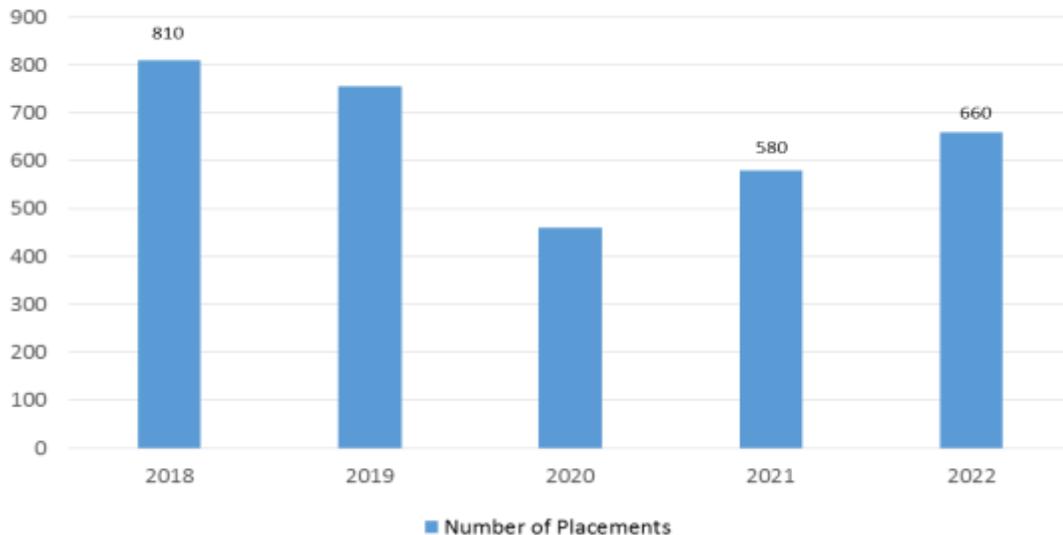
### *Health Care Support Worker (HCSW) Qualifications*

NHS Grampian support HCSWs in relation to attaining further qualifications including Modern Apprenticeship (MA), nurse registration through the Open University and HNC in Healthcare Practice allowing them to enter 2<sup>nd</sup> year of a nursing degree programme.

HCSWs can continue to develop core skills (numeracy and communication), to widen opportunities and reach entry requirements to access the nursing and midwifery pre-registration programmes. Other higher education opportunities include the Wellbeing and Enablement HND programme designed to support the HCSW workforce to work at a higher level, across traditional boundaries and with a broader skill set that incorporates skills in health improvement, enablement, prevention, and quality improvement for patients. The HND programme is being evaluated by a research project which is due to be completed by April 2024.

### *Student Nurse Placement Recovery and Coaching Model*

NHS Grampian has seen a historical decline in student placement availability over the last 10 years, losing 112 student placements between 2004 and 2018 due to service redesign. The pandemic caused further disruption due to service redesign and government restrictions. Whilst teams proactively develop innovative approaches such as virtual placements, student placement numbers dropped to 460 at the peak of the pandemic.



An NHS Grampian Placement Recovery Project focused on different options to increase the number of students supported within clinical areas without compromising the learning experience of students. The focus on increasing capacity and seeking new areas to support student placements such as NHS 24, Practice Education & Development and Excellence and Innovation team has been positive. Placement capacity is now beginning to increase, with evidence of students returning to areas as new graduates based on positive experiences.

An innovative approach of using a coaching model of supervision and assessment created a collaborative learning approach within a clinical area. In this pilot all patient care is assessed, planned, implemented, and evaluated by the student team under the supervision of one registered practitioner. This approach increases the opportunity for students to develop their leadership and management skills, improves the opportunity to co-ordinate care for small groups of patients and provides benefits of peer learning in the clinical area. The evidence shows that this model could enable the number of practice learning environments to double, while allowing students to develop confidence and competence. Cross border placement discussions have now progressed with University of Highlands and Islands and a recent partnership agreement has been initiated to further support the model.

### 2.3.4 Research

Research is critical to improving patient and staff outcomes in healthcare and is essential to develop new ways of working. There are a range of supportive activities and

opportunities demonstrating NHS Grampian's commitment to evidence-based practice and generation of new knowledge.

The Northeast of Scotland Network for Nursing, Midwifery and Allied Health Professionals Research (NoSCAR) provides support for NMAHPs to engage with and undertake research in practice as part of a clinical academic career. It produces a biannual newsletter; a research award from the NMAHP rewards and recognition fund and hosts an annual seminar series covering all aspects of research and evidence-based practice including getting started with research; evidence based practice (EBP) models; securing research grant funding; research methods and governance.

In nursing and midwifery, the NoSCAR clinical academic roles framework guides a range of developments through which practitioners can engage in research that is meaningful for practice.

The Lead Nurse for Research and Practice Development is working closely with all disciplines to create a collective and collaborative strategic leadership for research in the Board to maintain our position as a research centre of choice and recently presented to Clinical Board on the priorities for this including research mentorship; clinical academic homes and roles, effective management of NHS Research Scotland researcher support monies and research facilities; support for managers; development and monitoring of key performance indicators.

### **2.3.5 Culture**

Building on the working initiated by the Culture Matters survey undertaken by nursing and midwifery, the following programmes have been commenced to support culture development.

*Transformational practice development programme, Leading Person-Centred cultures, and care*

Following a successful pilot and the development of an international person-centred curriculum for health care, a programme has been delivered locally to support leaders and facilitators of practice education and development to transform care cultures and care quality using transformational practice development methods. This programme requires learners to work with clinical teams to enable them to develop vision and values for their service; assess the degree to which practice and care experiences reflect such values and use evidence to transform practice so it is more person-centred, safe, and effective. The methodology also supports culture transformation with the focus of facilitation on enabling teams to work in collaborative, inclusive and participative ways that enlighten all to how they each contribute to the culture in a team and how this influences the quality of care they, patients, and families experience. This will inform the development of the strategic plan so this programme can become one of the leadership

offerings for NMAHPs; building on the fundamentals of leadership taught within the Leading Empowered Organisations (LEO) programme.

### **Leading Empowered Organisations (LEO)**

The LEO programme is a powerful three-day programme for all disciplines and at all levels. It is integral to creating empowered individuals and teams by increasing and strengthening clinical leadership across the whole organisation.

The programme is practical and provides individuals with a values and evidence-based skills 'toolbox' that they can use immediately in their practice with implementation of an action plan to tackle a quality improvement challenge in the workplace and to further develop personal leadership skills.

The combination of Shared Governance / Shared Decision Making (as a structure and vehicle for change) aligns to the NMAHP Framework with many of the quality improvement projects used as evidence for accreditations like ANCC Magnet and Pathway to Excellence.

NHS Grampian's first cohort saw 25 staff complete the 3-day LEO programme, 16 of whom left with ideas for improvement projects. The remaining 9 went on to complete a 3 day train the trainer programme enabling NHS Grampian, after future sign off, to deliver this programme independently at low cost.

### **2.3.6 Supporting Wider Participation**

Widening access to employment and education supports NHS Grampian's commitment as an anchor organisation and meeting each strand of the Plan for the Future.

#### *NHS Scotland Youth Academy*

NHS Grampian's is working with NHS Scotland Youth Academy. Their commitment is to work with a variety of stakeholders with the aim of attracting and recruiting talented young people through:

1. widening access to health and social careers by developing new pathways from school to work;
2. raising awareness and understanding of health and social care careers.
3. Collaborations with Boards, further education, local authorities and third sector.

A local initiative is to have 10 senior academy learners in Aberdeen and Moray who will undertake this programme through local Further Education colleges. Learners will experience 3 work-place visits over the year. A further example includes supporting the development of a National 5 course through Skills Development funding around healthcare pathways.

### *Wood Foundation*

A further partnership with The Wood Foundation has enabled working with 11 schools in the North-east of Scotland focusing on the transformation of culture, collaboration, and teaching approaches through professional learning and network opportunities which inspire new and innovative ways of teaching. The Wood Foundation aims to have engaged, informed, motivated, and empowered young people by developing deeper relationships with Health and Social Care (and other industries) which aligns to our Plan for The Future and vision for a healthier generation, along with being the employer of choice for a sustainable workforce.

An example of innovative work is the learning from the Academies of Nashville initiative where senior school pupils have the opportunity to study healthcare in school through a simulated classroom environment aiming to attract young people into healthcare careers. This will form a critical component of their curriculum in 2023/24.

### *Russell Anderson Foundation / Russell Anderson Development School (RADs)*

A further collaboration with this charitable organisation supports 9 primary schools and 1 secondary school in deprived areas within Aberdeen. The foundation initially provided fitness and health coaching to pupils, however it expanded to corporate industries including healthcare, opening young leader and preparation for employment opportunities.

Collaboration with key groups of children in areas of deprivation commenced in June 2022. The aim is to support and engage young people in health and well-being at an early age, introducing them to a range of healthcare professionals through play and use of child size NHS Scotland uniforms.

## **3.1 Quality/ Patient Care**

The impact of available, accessible education and learning together with the widening opportunities for existing workforce and future workforce through structured pathways can have a positive impact on quality of patient care. NHS Grampian's commitment to achieving Magnet and Pathway Designation, with registrants holding a Nursing/Midwifery degree has evidenced a positive impact on patient outcomes.

## **3.2 Workforce**

NHS Grampian continues to face recruitment and retention challenges in relation to staffing. There is a persistent inability to source, recruit and retain an appropriate registered nurse workforce to meet the requirements of the Grampian population.

Innovative approaches to recruitment locally, nationally, and internationally together with invested engagement with local communities as part of NHS Grampian's role as an anchor organisation, aims to positively support and retain new and existing workforce whilst ensuring NHS Grampian is the employer of choice.

### **3.3 Financial**

As a learning organisation, NHS Grampian's commitment to post registration education funding resource, together with the practice education and development infrastructure provides robust support for education of learners.

### **3.4 Risk Assessment/Management**

Risk assessment and subsequent management of risk relating to nursing and midwifery workforce are recorded on NHS Grampian's corporate nursing risk management system and are acknowledged as an enduring risk.

### **3.5 Equality and Diversity, including health inequalities**

An equality impact assessment has not been completed for these programmes of work/developments.

### **3.6 Other Impacts**

No other impacts noted.

### **3.7 Communication, involvement, engagement, and consultation**

A range of stakeholders have been involved and engaged in programmes of work described in this paper including -

Internal - Nursing and Midwifery Leadership Council, Nursing and Midwifery Workforce Council, Staff Governance Committee

External - Higher and Further Education Institutes, NHS Education for Scotland, Scottish Executive Nurse Directors

### **3.8 Route to the Meeting**

The contents of this paper and associate work streams have been presented and considered in several nursing and midwifery forums including; Nursing and Midwifery Leadership Council, Nurse Director Meeting, Staff Governance Committee.

## **4 Recommendations**

The Board is asked to:

1. Note NHS Grampian's nursing and midwifery contribution to Nursing, Midwifery and Allied Healthcare Professional (NMAHP) Framework and Plan for the Future with specific focus on recruitment, education and development and culture.
2. Acknowledge Nursing and Midwifery's contribution to communities in its role as an anchor organisation, supporting diversity and future workforce opportunities for local communities.
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